SYNOPSIS

ON

Effects of Employee Resilience on Employee Wellbeing and Organisation Citizenship Behaviour in the Industrial Sector

For Registration

In

Doctor of Philosophy in Business Management

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TITLE OF THE RESEARCH:

Effects of Employee Resilience on Employee Wellbeing and Organisation Citizenship Behaviour in the Industrial Sector.

INTRODUCTION:

RESILIENCE

The term Resilience was first used in 1620s and was derived from the Latin word resilio, meaning "to jump back". Later, Emmy Werner used the term resilience in the 1970s. she studied a cohort of children from Kauai, Hawaii. Werner noted that two third children grew up in with alcoholic or mentally ill parents while one third of these youngsters did not exhibit destructive behaviour, called them as resilient group. Werner concluded that resilient groups are to be more successful than non-resilient children and families.

As we all know modern world is full of competition and challenges both individual and organisation work in an exigent environment, work roles are mentally challenging therefore face a stressful situation or failure during their respective life cycles. Researchers show that stress can only be buffered by a higher level of resilience. When people faced an adverse condition, there are the ways in which they may approach the situation, some bounce back after a brief period, while others descend into depression and some employees learning from setback or failure require positive attitude, emotion and ability that may ultimately lead to organisational wellbeing (Catwright and Copper, 2009). Resilience is the result of individuals being able to interact with their environment and the process that either promote the well-being or protect them against the overwhelming influence of risk factor. Resilience is studied by researchers from diverse disciplines, including psychology resilience, personality trait resilience, sociology resilience, emotional resilience, career resilience in individual and organisation context. However, no consensus definition exists. Employee resilience defined in psychological way as a capability to respond to stressors in both external and internal

environment in flexible way (Klohen, 1996) Employee resilience defined as personality trait that help an employee to conquer adversity and make great achievement in organisation. Employee resilience not only an ability to recover from adversity but also the capacity to utilize and proactively develop personal and workplace resources (Kuntz *et al*., 2017). Employee resilience as a developable capability defines as an employee capability, facilitated and supported by organisation, to utilize resources to continuously adopt and flourish at work, even if/when faced with challenging circumstances. (Kuntz *et al*., 2016). In general authors agree that resilience is a capacity that reflects in behaviour (b) deals with change and (c)relates to overcoming some unwanted situation. (Paul and Garg, 2012). Wagnild and Young (1990) named five essential characteristics that constituted resilience (a)meaningfulness of life or the realization that life has a purpose (b) act of persistence despite adversity or discouragement (c) self-reliance or belief in oneself (d) equanimity or balanced prospective of life and experience (e) existential aloneness or the realisation that each person is unique. Some of the definitions as follow:

Robert Brooks, and Sam Goldstein: "Resilience is the capacity to deal successfully with the obstacles in the road that confront us while maintaining a straight and true path toward life goals."

Oscar Chapital: Resilience is an individual's ability to generate biological, psychological, and social factors to resist, adapt and strengthen itself, when faced with an environment of risk, generating individual, social and moral success.

Holling: Resilience is a measure of the persistence of systems and of their ability to absorb change and disturbance and still maintain the same relationships between populations or state variables.

WELLBEING

Wellbeing play a crucial role in cultivating organisation environment by facilitating health, happiness, and prosperity. Wellbeing includes having good mental health, high life satisfaction, a sense of meaning or purpose and ability to manage stress which makes the study more holistic in nature. Wellbeing is the integration of an emotional, intellectual, physical, spiritual and social dimensions that expands one's potential to live and work effectively and to make significant contribution to society (Corbin and Lindsey ,1994). Grant *et al.* (2007) define work related well-being as the overall quality of employee's experience and functioning at work.

Therefore, employee wellbeing refers to employees' overall experience or affect towards both the job and the organisation.

According to the WHO: "wellbeing as a resource for healthy living and positive state of health "that is" more than the absence of an illness" and enable us to function well.

According to Chartered institute of personnel development: workplace well-being means creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization.

ORGANISATION CITIZENSHIP BEHAVIOUR (OCB)

The concept of OCB emerged in the early 1980s to describe employee behaviour within different organisations social system and later redefined by many researchers. OCB defined as a person's voluntary commitment with an organisation or company that is not part of his or her contractual tasks. Organisation citizenship behaviour is interchangeably used as Extra role performance. Paul *et al.,* (2016) demonstrate that resilience to be positively related to OCB directly. Organ (1988) suggested five dimensions of OCB: Altruism, Courtesy, Civic virtue, Conscientiousness and Sportsmanship. Organisation will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009).

Organ (1988): OCB is "individual behaviour that is discretionary, not explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organisation.

Van Dyne et al., (1995): OCB defined as behaviour which benefits the organisation and/or is intended to benefit the organisation, which is discretionary and which goes beyond existing role expectations.

REVIEW OF LITERATURE

The literature cites the various studies relating to employee resilience, wellbeing and learning organisation in the industrial sector of Northern India. The following paragraphs highlight the brief review of various studies conducted in this area.

Harland *et al*. (2005) investigated the relationship between leader's behaviour and subordinate resilience by applying integrated coping model developed by Moos and Schaefer (1993). Data was collected from 150-part time MBA employed students studied in medium size Midwestern University. Eighty-six (58 percent) of the participants were male, 63 (42 percent) were female. Different previously established scales were used to measure variables. Study revealed that attributed charisma, idealised influence, inspirational motivation, intellectual stimulation, individual consideration dimensions of transformational leadership and contingent reward dimension of transactional leadership influence positively to subordinate resilience. Furthermore, management by active, passive and laissez faire were not influence subordinate resilience. The study indicated that their leader helped employees to deal with challenging situation. Thus, study concluded that those participants who follow their leaders have greater resilience than who did not.

Shin *et al*. (2012) conducted their study at three different time period to investigate the nature of two resources (organisational inducement and employee psychological resilience) and the relationship between commitment to change and Behavioural, creative support for change and turnover. Data was collected from 3 different sources (i) employees (ii) their unit managers (iii) organisation divisional level. Study applied longitudinal survey design on sample consists of 234 employees and 45 managers working in South Korea IT company .61 percent of sampled employee male. Study used confirmatory factor analysis to examine whether key variables were distinct from one another. Hierarchical linear modelling (HLM; Bryk & Raudenbush,1992) was used as primary statistical tool to analyse data. Study suggested that those individuals who receive training for future job, career development, open communication are likely to be more strongly affirmative and normative commitment to change with their organisation through social exchange and state positive affect which enhance behavioural and creative support for change and reduce their intention to leave organisation. Furthermore, study also suggested that higher employee psychological resilience enhance positive attitude towards affective and normative commitment to change.

Sihag and Sarikwal (2014) focused on the relationship between Psychological Capital (hope, resilience, optimism, self-efficacy) and employee engagement. Data was collected from 420 middle level IT professionals working in different IT industries in Indian context. To observe the level of engaged employee a self-designed and pilet tested questionnaire was used to collect the data. Regression analysis, basic descriptive analysis, Confirmatory factor analysis, model fit analysis was used to analyse the data. This study suggested supportive teamwork, workplace

resources and feedback were the predictors of employee engagement and concluded that employees who possess higher level of psychological capital in terms of hope and resilience show higher level of resilience at workplace in IT industries.

Paul *et al.* (2016) investigated the relation between employee resilience and organisation citizen behaviour through mediating role of organisation commitment. Data was collected with the help of self- administered questionnaire through systematic random sampling. Sample consist of 345 employees which include 86.7 percent male and 13.3 percent female working in manufacturing industries of Uttarakhand and Himachal Pradesh, India. Different established scales were used to measure the variables. SPSS 22 version, descriptive statistics, bivariate correlation and Cronbach's alpha value were used to analyse the data. Study focused on the antecedent of OCB and found one of the positive constructs i.e: Resilience. With the support of social exchange theory study suggested that if organisations provide resources this will enhance resiliency among employees and they reciprocate it with their commitment towards the work and the employees with high commitment engage themselves in extra role performance (OCB). Thus, study concluded resilience was a significant predictor of OCB.

Meneghel *et al*. (2016) examined the role of collective job resources and job demand on team resilience which promoted team performance. Data was collected from 1633 employees nested in 275 teams from 52 Spanish small and medium enterprises by distributing self-reported questionnaire.35 companies belongs to service sector (66.3 percent of respondent), 12 to industry (27.2 percent of respondent), four to construction (4.3 percent of respondent) and one to agriculture (2.3 percent of respondent). Structural equation model was used to analyse the model. One-way analysis of variance (ANOVA) was used to test existence of statistically significant difference between teams. This study suggested that quantitative overload, role conflict, ambiguity (job demand) was not be able to develop resilience Whereas having social support climate and team collaboration groups are motivated to obtain, retain and protect the resources. Therefore, study concluded Team members come with more flexible and adaptive responses to adversity which make their team resilient and induce their team performance.

Park *et al*. (2017) study focused on how employee perceive organisation change. Study collected data from 222 respondents who experienced merger and acquisition in South Korea. Structural Equation Modelling analysis was applied to examine hypothesis by using smart PLS 2.0 statistic program. Study applied conservation of resource theory to reveal the factor which may impact employee commitment to change. Three type of organisation justice i.e,

Distributive, procedural and interpersonal justice were used as organisation resource while psychological resource was used as individual resource. Study also used Psychological contract (transactional and relational contract) as a mediated variable between resources available and commitment to change. Study suggested that employees were more likely to depend upon tangible resources for stable and long-term relationship. Thus, study concluded that Distributive and procedural justice have positive influence on affective commitment to change through relational contract whereas interpersonal justice has positive influence on continuum commitment to change via transactional contract.

Wang *et al.* (2017) examined the role of resilience, transformational leadership with work engagement and also investigated the mediating role of positive effect by applying JD-R model. Data was collected from 422 employees working in IT company. Structural equation model was used to analyse the data. AMOS 17.0 was used to conduct SEM analysis and SPSS 17.0 was used for calculating correlation among variable. Study also used Chi-square, the root means square error of approximation, the goodness-of-fit index, the comparative fit index, and the Tucker-Lewis index to examine the goodness of fit of the structural model. On the basis of JD-R model transformational leadership and resilience enhance their intrinsic motivation and achievement towards their work goal which facilitate work engagement. Furthermore, study also revealed transformational leadership may elicit feeling of happiness in their followers by supporting their needs and help them to cope with stress. Drawing from broaden and build theory, employee with high positive feeling were more inclined in their work. Therefore, study concluded positive effect mediating in the relationship between transformational leadership, resilience and work engagement.

Gupta and Sharma (2017) carried their study to investigated the relationship of extra role performance with leader member exchange, high involvement human resource practices and employee resilience. Employee engagement used as an intervening variable. Data was collected from 328 employees working in four metro rail organisations through structured questionnaire. Study was dominated by male respondents (72 percent). Majority of the respondents was from non-executive category (71 percent) as compared to executive level (29 percent). Structure equation modelling and confirmatory factor analysis was used to analyse the data. Study suggested if employee receive supportive treatment from supervisor, engagement in decision making and resilience training this will enhance motivation among employees which resulted in positive attitude and behaviour towards their work such as engagement and employees who

are engaged in their work, likely to feel dedicated and put extra effort beyond formal boundaries.

Kuntz *et al.* (2017) examined how prevention and promotion focused decision affect differently with workplace resources. An online survey was conducted from 162 white collar employees working in four medium size organisations in New Zealand. sample consist of 51 females with total average age of 39 years. Moderated hierarchical regression analysis and two- or three-way interactions were examined to test hypothesis. Study suggested that Positive feedback received from supervisor, co-workers, agent or job itself resulted in enhanced resilient ability. Study also suggested that it depend on employee how they perceive resources whether as a promotion focus or a prevention focus and concluded that both regulatory foci have positive influence on employee resilience, at high level of feedback.

Gandhi *et al.* (2017) investigated the relationship between resiliency and turnover intention with mediating role of job satisfaction and job stress. Descriptive, correlational study carried out by path analysis and the relationship between variables were explored through casual model. Questionnaire was used to measure the variables. 207 questionnaires were filled by counsellors at Shahriar based schools for conducting study. Validity and reliability of variables were examined through confirmatory analysis and Cronbach's alpha. Study suggested that resiliency enabled employee to face job stress and create job satisfaction which negatively influence their intention to leave the organisation. Thus, study concluded that resilience and turnover intention are negatively related through mediating role of job satisfaction and job stress.

Tonkin *et al.* (2018) investigated whether supporting the wellbeing of employees at work promote personal resilience and employee resilience. 209 employees were participated in online wellbeing and resilience survey. Participants in study reported that they had higher level of resilience at work than in general. SPSS version 22 was used for data analysis. Factor analysis, Descriptive statistics, correlation, regression were used to measure the dimensionality of variables. Analysis of study suggested that only 30 percent of the variance in employee resilience due to the factors other than personal resilience. Thus, study concluded that wellbeing intervention was more concerned with employee resilience than personal resilience.

Ferreira *et al.* (2018) investigated how affective and behavioural resistance to change were affected by ego resilience and organisational support. Data was collected from 323 employees working in private (49.1 percent) and public organisation (50.6 percent) in Portugal. Regression

analysis with bootstrapping was used to test the model. Conservation of resource theory and organisational support theory were applied to examine hypothesis. Study suggested that having resources such as development reward and supervisory support foster ego resilience among employees. Resilient employees were more able to counteract stress and less affective and behavioural resistance to change. Thus, study observed that ego resilience mediates in relationship between organisational support and employee resistance to change.

Caniels and Baaten (2018) examined the relationship between a learning-oriented organizational climate, employee individual resilience and three broad categories of proactive behaviours, i.e. proactive work behaviour, proactive strategic behaviour and proactive person–environment fit behaviour. Cross sectional data was gathered from 108 employees in four Dutch organizations. Different previous established scales were used to measure the variables. Study suggested that when learning-oriented organization climate provided to employees will not be afraid to make mistakes. But they are likely to feel free to take the initiative to experiment, take risks, and propose creative ideas. Over time, this positive attitude towards experimentation will build resilience among employees because they used to the setbacks. Furthermore, study also suggested learning-oriented organizational climate will also stimulate proactivity in employees via employee resilience.

Salminen *et al.* (2018) examined how resilience and perceived HRM practices were linked to different retirement intentions. Cross sectional study was conducted to target all nursing professionals working at one Finnish university hospital who were 50 plus. 396 questionnaires were used to analyse the study. Majority of the respondents were female (90 percent). Statistical methods including mean comparisons and linear and logistic regression analyses were used to analyse the data. The study indicated that most of the respondent face adverse life event during five years and most of the stressful events were related to close one's illness. Study also suggested that HRM practices including social support at work, work life balance, employee development program can enhance resiliency among employees and enable employees to work continuously till and beyond retirement. As per study approximately one-third of the respondent (34 percent) had not considered early retirement. Nearly 70 percent of the respondent were agreed to continue their working after reaching the official retirement age. Thus, study concluded that resilience partially mediated the relationship between perceived HRM practices and intentions to continue their work.

Meng *et al.* (2019) examined the relationship of resilience with organizational commitment and burnout through the two social exchange variables (i.e, LMX and TMX) by collecting a

data from 235 civil servants consist 39.1 percent male were working in china. CFA was used to examine measurement model. Structural pathways were used to test structural model and Bias- corrected bootstrap used to test mediation hypothesis. Study concluded that resilient employees were good at adapting stressful environment and are more competent in addressing supervisor demand. Thus, resilience may lead to good LMX leader member exchange and Team member exchange relationship. High LMX and TMX employee feel obliged and reciprocate by offering organisation commitment. Beside this they also have sense of fairness which can buffer the job burnout. As high resilient employee should have higher organisation commitment and lower burnout so, organisation should invest in positive HRM practices, such as resilience training, selection based on resilience, that may improve the adaption power of employees to work and organisation.

Cooke *et al.* (2019) examined the relation between high performance work practice (HPWS) and work engagement with mediating use of employee resilience. Sample of 2040 was collected from employees working in Chinese banking industry. Of 2040 respondent 43 percent were male and 57 percent were female. Multi-dimensional scale was used for measuring the variable. Structural equation model and weighted least squares mean and variance (WLSMV) were used to analyse the study. Study applied JD-R model to examine the relation between HPWS and work engagement. Study suggested HPWS as a job resource can influence the employees' attitude and behaviour which may strengthen employee resilience. Resilient employee has sense of commitment and dedication toward their work which in turn increase engagement. Thus, study concluded that effective use of HPWP develop resilience among employees which benefited to individual as well as the organisation.

Ahmad *et al.* (2019) investigated the relationship between career competency, career resilience and career success. Data was collected from 284 Islamic bank employees across Pakistan through cross sectional, self-reporting and online questionnaire. Partial least square structural equation model was used to test the hypothesis. Convergent validity was checked through factor loadings, average variance extracted. Study suggested that career competency is antecedent to career resilience and career resilience is antecedent to career success. Drawn on COR theory study suggested that having resources such as career competencies- career development, problem solving etc. and career resilience enable employee to face adversity with more courage as compare to those who are less competent.

Salehzadeh *et al*. (2019) investigated the impact of leader's behaviour on employee resilience by collecting data from employees working in four medium sized service organisations in Iran by using interview and questionnaire. Data were analysed using regression analysis SPSS 18 software was used. As leaders behaviour based on kano model which classify the behaviour into five dimensions include must-be, one- dimensional, attractive, indifferent and reverse quality .Study suggested attractive behaviour have stronger influence to employee resilience than one-dimensional and must-be behaviour because attractive behaviour are beyond the employees expectation while one dimensional behaviour will have a stronger influence to employee resilience than must-be, as one- dimensional is inspired by social exchange theory when leaders try to satisfy employee, employee reciprocate it while in must-be behaviour ,behaviour of leader don't lead to satisfaction but prevent employee dissatisfaction so this can exhibit a very weak relationship with employee resilience. Reverse behaviour represents negative relation with employee resilience because this behaviour leads to dissatisfaction.

Paul (2019) examined the relationship between resilience and organisation citizenship behaviour through mediation effect of organisation commitment. Data was collected from 345 employees working in North Indian manufacturing industry. Study used multi stage systematic random sampling. Structural equation model using AMOS was used to conduct bootstrap mediation analysis. It also shed light on subjective wellbeing that also mediates between resilience and OCB through organisation commitment. This study suggested that resilience can positively influence affective balance and life satisfaction which further can influence commitment of employees toward organisation. Affective balance or positive emotions generate an emotional attachment with organisation which can influence the affective commitment while life satisfaction (e.g. Work satisfaction) makes an employee happy with their work and they would wish to continue with their organisation and generate the continuous commitment among employees which can increase tendency of employees to engage in organisation citizen behaviour.

Hawari *et al.* (2019) examined how interpersonal stressors (abusive supervision and customer incivility) related to emotional exhaustion and their effect on service performance and employee capacity to satisfy customer. study applied COR theory. Time lagged design was used for this study. Data was collected from 192 frontline employee consisted of 51 percent female working in different service organisation in UAE. Data was analysed through structural equation model. Confirmatory factor analysis was used to determine the distinctiveness of constructs. Drawing on COR theory study suggested that employee facing abusive supervision

and customer incivility experienced emotional exhaustion and this can limit the individual capacity to meet higher job demand and fail to satisfy the customers and decline in service performance. Furthermore, study also revealed the role of resilience as moderate variable in relationship between abusive supervision, customer incivility and service performance and capacity to satisfy customer. Study concluded adverse effect of abusive supervisor, customer incivility on service performance and capacity to satisfy customer become weaker when employee resilience is high.

Nadeem *et al.* (2019) conducted their study in four-fold tested how HPWP impact on service performance, OCB and resilience of employees working in service sector in Pakistan. Data was collected from 371 front line employees. Means and standard deviation were measured for all the variables. Associations among variables measured through Bivariate correlation analysis. Structural equation model was used to test the hypothesis. Bootstrap method used to check mediation analysis. This study suggested that HPWS create environment in which employees feel high level of resilience and in turn employee perform their service well and engage themselves in extra role performance. Thus, concluded HPWS is one of the major contributors towards service performance, resilience and OCB

Bustinza *et al.* (2019) examined the value of resilience capabilities as a mediating variable in the relation between technological capabilities and organisational effectiveness by applying contingency theory, Resource base view and organisational ambidexterity. Data was collected from 205 manufacturing firms having base in Spain. Structural equation model was used to analyse the study. Study suggested that resilience capability developed through specific HRM practices which enhance the firm's ability to response better in adverse condition and increase organisation effectiveness. Study also revealed the effect of environmental dynamics and competitive intensity as a moderate variable and concluded when environment dynamics and competitive intensity included in the relationship between technological capability and organisation effectiveness, then effect of technological capability on organisation effectiveness reduce and their relation become weaker.

Kakkar (2019) looked at the relationship between Leader Member Exchange (LMX) in the workplace and employee resilience by applying mediation role of regulatory focus. Study used cross sectional survey of 139 employees working in Indian IT organisation. Sample consisted of 105 males and 34 females. PLS based structure equation modelling package ADANCO was used to analyse the data. As per study trust, reciprocity and clarity used as a dimensions of

leadership behaviour which determine the quality of relation between leader and subordinate. In high LMX relationship, Leader frame goals in a manner that encourage them to adopt promotion focus role and make them resilient whereas in low quality LMX, leader frame goals adverse to the growth that encourage employee to adopt prevention focus as they attempt to avoid themselves from harm and focus on survival and leads to loss of resilience. Thus, concluded promotion focusses and prevention focus both mediate the relation between LMX and resilience.

Davies *et al.* (2019) examined how resilience as an antecedent to expatriate work adjustment and turnover intention under the lens of COR theory. Data was collected from 175 expatriate employee working in south Korea using online questionnaire. Sample was compromised of 42.3 percent female expatriate. Study used established scale to measure the variable. Study conducted CFA on all scales compromised of multiple items. Study applied the IBM SPSS software package version 24.0 and the PROCESS-tool to test hypothesis. As study suggested employee working in unfamiliar foreign country environment, experience strain which result in lower job satisfaction or increase their absenteeism. With the use of COR theory, study also suggested having resources, such as self-efficacy and self-esteem makes employee resilient. Furthermore, study also found the role of high perceived inclusive climate as moderate variable in the relation between work adjustment and resilience and concluded high perceived inclusive climate increase resilience which leads to high performance and reduce expatriate turnover.

Aeknarajindawat *et al.* (2020) examined how wellbeing oriented HRM practices influence employee performance with mediating role of social climate and employee resilience. 300 valid responses were collected through non probability convenience sampling from employees working in pharmaceuticals in Thailand. Different established scales were used to measure different variables. PLS-SEM was used to analyse the data. Study suggested that wellbeing oriented HRM practice may help to build resilience and social climate of trust and collaboration which do assist the knowledge sharing and development of human capital which in turn improve employee performance. Thus, study concluded that personal characteristics (resilience) and organisation environment (social climate) both in combination improve employee performance.

Jiang *et al.* (2019) investigated the relation between workplace ostracism and deviant behaviour of the employees through mediating role of emotional exhaustion and moderating role of Resilience. Data was collected from 409 front-line employees consisting of 57.9 percent

men and 42.1 percent women working in four Chinese enterprises. Moderate mediation analysis was used to analyse the data. Confirmatory factor analysis was used to examine distinctiveness among variables. On the basis of CWB-OCB emotional model and stress non equilibrium compensation approach, study Revealed that work ostracism often developed emotional exhaustion among employee which make an employee to engage themselves in Deviant behaviour. Furthermore, on the basis of transactional model of stress and coping theory, study also focused on moderating role of resilience and revealed when employee being ostracized, all employee didn't face equally emotional exhaustion, the employees who had higher level of resilience experienced less emotional exhaustion. Thus, study concluded that resilient employee has less deviant behaviour as compare to employee having low resilient behaviour.

Rabindra *et al.* (2020) investigated the relationship between self-efficacy and resilience to promote workplace wellbeing. Data was collected through random sampling method from527 full time executives working in Indian public and private manufacturing industries. Regression analysis was carried out to test interacting effect of resilience between self-efficacy and workplace wellbeing. Moderation effect of resilience was tested through SEM output through LISREL. This study suggested that organisation has to focus on devising appropriate strategy to develop attitudinal skills like self-efficacy and making organisation more adaptable and capable of responding to adverse condition which in turn exhibits wellbeing at work place. Thus, study concluded that executives with high self-efficacy and strong resilience may perceive better workplace wellbeing.

Smith *et al.* (2020) conducted their study in Mid Atlantic USA to examine the role of resilience in relationship between job satisfaction and turnover intention among auditors in public accounting via stress arousal and burnout. Sample of 332 auditors from the office of nine public accounting firms were taken and Structural equation model was used to analyse the data. Study explained when employee experience role factors (role conflict, role ambiguity, role overload) than, employee perceive a stressed environment which influence the stress arousal and burnout among auditors. Study also revealed resilient auditors were more able to cope with stress arousal and burnout situation which enhance the job satisfaction and reduce auditor's intention to leave their organisation. Thus, study concluded that resilience as coping strategy for enhancing job satisfaction and reducing the turnover intention.

Malik and Garg (2020) conducted their study to investigate how learning organisation contribute to employee resilience and work engagement under the lens of conservation of resource theory and Frederickson's broaden and build theory. Study used cross sectional survey of 300 employees working in IT sector. Sample was drawn using non probability purposive sampling technique. Previously established scales were used to measure variables. Data were analysed by using statistical analysis software SPSS (20^{th} version) and AMOS (20^{th} version). The study also used confirmatory factor analysis and structure equation model to evaluate the model fitness. This study suggested that in ever changing environment learning organisation proved to be a powerful resource for nourishing positive feelings among employees. Positive feelings lead to development of resilience and generate positive attitude towards challenges which ultimately enhance their work engagement. Thus, study clarify the role of employee resilience as an intervening variable in the relationship between learning organisation and work engagement.

Anasori *et al.* (2020) investigated the effect of workplace bullying on emotional exhaustion through psychological distress and resilience with mindfulness under the lens of COR and JD-R theory. Data was collected from 252 full time employees working in 4&5-star hotel in North Cyprus. Judgement sampling was used to distribute questionnaire. Sample consist 50.4 percent of female employees. Kolmogorov–Smirnov and Shapiro–Wilk test results gave evidence of non-normality of data. Partial least squares structural equation model (PLS-SEM) was used to analyse the data. As per Study, COR theory used workplace bullying as an organisation resource and as per JD-R theory, job demand (workplace bullying) imposes psychological distress which cause emotional exhaustion. On the other hand, job resources (resilience with mindfulness) can buffer the effect of workplace bullying. Thus, study concluded workplace bullying has positive influence on emotional exhaustion and resilience with mindfulness as a moderate variable make their relationship weaker and decrease employee turnover intention and enhance employee performance.

RESEARCH GAP

On the basis of above literature review it is observed that most of the studies on employee resilience, employee wellbeing and organisation citizenship behaviour have been conducted at global level and few studies were conducted in India. But none of the study seems to have touched the areas relating to employee resilience, employee wellbeing and organisation

citizenship behaviour in the industrial sector at national level. The present study proposes to fill the gap in the existing literature.

SCOPE AND RELEVANCE OF THE STUDY

The present study aimed at analysing the employee resilience, employee wellbeing and organisation citizenship behaviour in the industrial sector of India. The employees of service and manufacturing organizations from industrial sector will be included in the study. Study will cover all relevant dimensions of employee resilience, employee wellbeing and organisation citizenship behaviour in the industrial sector. Moreover, it will provide managers with insights to create a favourable organizational environment. Conclusion drawn from this study will be prominent use to the employees, organisers, researchers and students studying in this field.

OBJECTIVE OF THE STUDY

- To analyse the employee resilience, employee wellbeing and organisation citizenship behaviour among employees working in the industrial sector.
- To study the effect of employee resilience on employee's wellbeing in the industrial sector.
- To examine the effect of resilience on organisational citizenship behaviour among employees working in industrial sector.
- To study the relationship among employee resilience, employee wellbeing and organisation citizenship behaviour in industrial sector.

RESEARCH METHODOLOGY

The proposed research methodology for this study as follows:

- **Research Design:** Present study will follow exploratory cum descriptive research design.
- **Sample size:** A sample of 400 employees will be taken from employees working in industrial sector by using random sampling method.
- **Sampling Area:** Sample data will be collected from employees working in the industrial sector. Major industries to be covered are Textile and clothing industry, Steel industry, Pharmaceutical Industry, Banking and Insurance Industry, IT Industries, Tele-communication industry etc.

- **Research Instrument:** Present study calls for gathering primary data. Primary data will be collected with the help of pre-tested well-structured Questionnaire by consulting the literature.
- **Statistical Tools:** Collected data will be analysed and interpreted with the help of statistical tools such as Correlation, Regression, Factor Analysis, Analysis of variance etc. and any other techniques as per the requirement of the study.

CHAPTER SCHEME:

CHAPTER 1

INTRODUCTION: This chapter will deal with conceptual framework and the significance of study.

CHAPTER 2

REVIEW OF LITERATURE: This chapter will provide detailed review based on past studies conducted in the similar area of study.

CHAPTER 3

RESEARCH METHODOLOGY: This chapter will discuss the research process to be followed to achieve the objectives. It also contains information about research design, data collection, statistical tools, sample techniques of data used during the course of the study.

CHAPTER 4

ANALYSIS AND INTERPRETATION: This chapter will present an elaborate analyses and interpretation of data collected.

CHAPTER 5

CONCLUSIONS & RECOMMENDATIONS: This chapter will present the interpretation and analysis based on research findings of this study.

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Signature of supervisor **Signature of candidate**

Signature of Chairperson/Director